

jointly signed a memorandum that contains best practices for software-intensive systems, based on the requirements of the Clinger-Cohen Act and related IT reform legislation. Specific guidance on all aspects of the acquisition process is contained in the *Defense Acquisition Deskbook* [DAD]. Under the major rewrite of the DoD 5000 series a few years ago, it was decided that DoD Directive 5000.1 and DoD 5000.2-R would only contain high-level, mandatory policies and that more detailed, “how to,” discretionary guidance and best practices would be contained in the DAD.

As I mentioned earlier, the DAD has numerous references to COTS and custom software acquisition, at the DoD-wide and Component-wide levels. The DoD Components, OSD offices, and the Soft-

ware Executive Institute also make available on the Internet various tools and publications that contain best practices for mitigating the risks of software acquisitions. As I stated previously, we plan to issue more specific guidance on the acquisition of COTS software in the near future.

**Q**

*What is the best advice you were ever given? What is the worst?*

**A**

The best advice I was ever given was, “If it’s worth doing — it is probably going to be difficult, but it is worth doing well; and if it is a challenge — I’ll enjoy it.” I have never received any bad (worst) advice — maybe some has been “out of context.”

**Q**

*What mark do you want your leadership of C3I to leave? How do you want to be remembered when your title becomes, “former DoD CIO?”*

**A**

The mark I would like to leave is one of interoperability. I would like to be remembered for having achieved interoperability or at least having laid the foundation for achieving interoperability across the Department of Defense and across all combined (allies’) operations.

**Editor’s Note:** President Clinton nominated Money May 13 as Assistant Secretary of Defense for Command, Control, Communications and Intelligence (C3I). His nomination is now before the Senate for confirmation.

## DSMC Hosts Turkish Visitors

Three representatives from the Turkish Ministry of National Defense (MND) visited the Defense Systems Management College (DSMC) May 27 for a tour of the facilities and briefing/overview of the college’s mission, capa-

bilities, and academic offerings. Pictured from left: Army Col. Joseph Johnson, Dean, Division of College Administration and Services, DSMC; Col. Ersin Ozdil, Department Chief, MND; Rich Reed, Provost and Deputy Comman-

dant, DSMC; Maj. Gen. Salih Cetinkaya, Turkish Air Force, Assistant Under Secretary for Economy and Technology, MND; Fehmi Kirkoglu, Engineer, MND; Tim Shannon, Dean, Faculty Division, DSMC.

